

Report Date: 29 Mar 2015

Summary Report for Individual Task
805K-79R-7000
Conduct Mission Command of a Recruiting Company
Status: Approved

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Destruction Notice: None

Foreign Disclosure: FD5 - This product/publication has been reviewed by the product developers in coordination with the Fort Knox KY foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.

Condition: Given a recruiting company, an annual recruiting mission, intelligence information, communication equipment, recruiting facilities, government operated vehicles, and higher headquarters intent. All required references can be accessed at the following link: <https://sites.google.com/a/goarmy.com/publications-library/home> This task should not be trained in MOPP 4.

Standard: Exercise authority using mission orders to take initiative within the commanders intent; Empower agile and adaptive leaders in the conduct of executing prospecting, processing, and sustaining future Soldiers to accomplish the companys mission requirements IAW doctrinal guidance listed in AR 600-20, ADRP 6-22, ADRP 6.0, ADRP 5.0, UM 3, UM 3-0, and UM 3-30.

Special Condition: None

Safety Risk: Low

MOPP 4: Never

Task Statements

Cue: None

DANGER

None

WARNING

None

CAUTION

None

Remarks: None

Notes: All required references can be accessed at the following link: <https://sites.google.com/a/goarmy.com/publications-library/home>

Performance Steps

1. Conduct Mission Command.

- a. Craft a vision for the company.
- b. Provide a clear commanders intent.
- c. Exercise disciplined initiative.
- d. Use mission orders.
- e. Develop procedures to capturing lessons learned within the company to facilitate knowledge sharing and the use of learning repositories.
- f. Translate how the company will use doctrine to develop a competitive edge.
- g. Outline the company's reinforcement training.
- h. Revise organizational tools and use the Organizational Inspection Programs (OIP) to enhance doctrinal understanding and implementation.
- i. Ensure the company understands and operates using the doctrine as the foundation by checking adherence, correcting shortfalls and rewarding success.

2. Produce a company level recruiting operations order IAW ADRP 5.0.

- a. Describe the situation to create common understanding.
 - (1) Define the operational environment.
 - (2) Describe the environmental effect on operations.
 - (3) Evaluate the Threat.
 - (4) Determine threat course of action.
- b. Develop a mission statement.
 - (1) Incorporate Battalion Commander's Intent.
 - (2) Create Mission Statement.
- c. Create an execution plan.
 - (1) Develop Commander's intent.
 - (2) Determine Primary Targets.
 - (3) Task-Organize forces.
 - (4) Assign tasks to subordinate units and state the purpose for conducting the task.

(5) Provide control measures necessary to synchronize the operations while retaining maximum freedom of action for subordinates.

(6) Determine preparation activities and times or conditions for execution.

(a) Determine CCIR.

(b) Create a Company Calendar.

d. Manage Resources.

(1) Prioritize Resource Needs.

(a) Personnel.

(b) Funding.

(c) Equipment.

(d) Supplies.

(e) RPI/PPI.

(2) Specify requirements for resource requests.

e. Formulate and Publish the ROP.

(1) Establish Priorities.

(2) Synchronize Recruiting Functions.

(3) Identify Training Requirements.

f. Supervise the execution of the ROP.

(1) Validate Center ROP.

(2) Determine and Issue FRAGOS.

3. Develop a Company School Recruiting Program.

a. Evaluate previous SY recruiting plan.

(1) Identify effective and ineffective aspects of the previous SY recruiting plan.

(2) Evaluate targeted schools, uncooperative and hard to penetrate schools to identify successful penetration tactics.

(3) Evaluate all assigned school information for the previous SY within SZ; including identified VIP/COIs.

b. Develop the school recruiting program for the next SY.

(1) Validate achievements and set enlistment goals for new SY.

(2) Set suspense for requesting school list.

(3) Specify VIPs and develop COIs in order to plan targeted recruiting events to increase participation and support.

(4) Specify key events and time period(s) that requires recruiter involvement, increased prospecting or Company partnership.

(5) Identify partnerships with JROTC/ROTC, TPU units.

(6) Identify opportunities to conduct recruiting operations through communication technology; with a focus on social media.

(7) Identify and request local and national assets to support school penetration plan.

c. Implement school penetration plan and goals.

(1) Promote attendance in school activities.

(2) Verify that school list/information is obtained and input to advance lead refinement list (ALRL) and SZ information.

(3) Direct class presentations to be scheduled.

(4) Direct activities designed to foster a long-term relationship with administration VIP/COI's.

(5) Direct activities at career days and fairs that bring students and recruiters together.

(6) Direct center(s) involvement in faculty member and student organizations.

(7) Institute awareness and promote participation of the Armed Services Vocational Aptitude Battery (ASVAB) in every high school.

(8) Promote education tours for VIP/COIs.

d. Supervise and evaluate an SRP.

(1) Validate SRP quarterly.

(2) Assess penetration plans based on seasonality and market conditions.

(3) Authenticate SZ with Center leaders to ensure requirements are being met.

(4) Confirm scheduling and conduct of directed recruiting operations.

(5) Modify plan, as needed, to achieve desired production goals from assigned schools and adjust to changes within the recruiting environment.

4. Direct Company Prospecting.

a. Analyze the company's prospecting efficiency.

(1) Identify conversion rate from appointment made to contract.

(2) Determine the number of required appointments to be made at the current conversion rate for the defined prospecting period.

(3) Determine the recruiter work ethic as required by the mission.

b. Evaluate market share and production history.

(1) Identify market trends by DOD and Army market share, by category.

(2) Identify "must-win" and "must keep" markets.

(3) Identify areas with high DOD production and low market share (must win).

(4) Identify areas with high DOD production and high market share (must keep).

(5) Identify potential areas with low DOD production and potential markets of opportunity.

(6) Identify production priorities (categories, components, demographics, etc.).

(7) Receive input from Center Leaders.

c. Provide prospecting guidance to the Company.

(1) Brief target priorities and identified must-win/must-keep prospecting targets.

(2) Provide mission oriented prospecting objectives.

5. Monitor the Company Recruiting Standards Program.

a. Review Enlistment Standards and Quality Assurance Reports to identify negative trends and specific issues.

b. Navigate LZ to select pertinent reports.

c. Analyze Data.

d. Provide direction, guidance, and implement corrective actions/training.

e. Communicate identified trends to affected center leaders.

6. Execute the Company Future Soldier Training Program.

a. Analyze the current FSTP.

(1) Identify potential losses and reason why with input from recruiter.

(a) Perform analysis on Future Soldier loss(s).

(b) Perform analysis on Future Soldier loss date.

(2) Determine ship potential as Red, Amber, or Green based on current information.

(3) Attend Future Soldier functions at center level.

(4) Evaluate center level FSTP.

(5) Evaluate referral program.

(6) Identify shortfalls with the current FSTP IAW applicable regulations.

b. Update the company FSTP.

(1) Direct FSTP training requirements.

(2) Determine additional ship code criteria.

(3) Conduct screening of Future Soldiers according to qualifications outlined in AR 601-210.

(a) Height/weight.

(b) Moral.

(c) Education/graduation potential.

(d) Physical Fitness Assessment (PFA).

(e) Well-being.

(f) Additional administrative requirements (flight physical, typing test, background, etc...).

(g) Moral and administration waivers.

c. Implement changes to the company FSTP.

(1) Brief FSTP plan to Center leaders and recruiters.

(2) Establish training plan with Center leader's and recruiter's input per RSID.

(3) Conduct Company sponsored Future Soldier function(s).

d. Validate FSTP.

(1) Verify your Centers are in compliance with USAREC Regulation 601-95 and the company standing operating procedure (SOP).

(2) Annotate your Future Soldiers' comments in LZ.

(3) Provide guidance and suspense dates on USAREC form 1-201.1.

(Asterisks indicates a leader performance step.)

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier scores NO GO, show the Soldier what was done wrong and how to do it correctly.

Evaluation Preparation: This task may be evaluated by using the evaluation guide and/or administering the performance test. Evaluation Guide. If the task is performed on the job, use the materials listed in the CONDITIONS statement above. This task can be evaluated by using the evaluation guide.

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. Conducted Mission Command.			
a. Crafted a vision for the company.			
b. Provided a clear commanders intent.			
c. Exercised disciplined initiative.			
d. Used mission orders.			
e. Developed procedures to capturing lessons learned within the company to facilitate knowledge sharing the use of learning repositories.			
f. Translated how the company will use doctrine to develop a competitive edge.			
g. Outlined the company's reinforcement training.			
h. Revised organizational tools and use the Organizational Inspection Programs (OIP) to enhance doctrinal understanding and implementation.			
i. Ensured the company understands and operates using the doctrine as the foundation by checking adherence, correcting shortfalls and rewarding success.			
2. Produced a company level recruiting operations order IAW ADRP 5.0.			
a. Described the situation to create common understanding.			
(1) Defined the operational environment.			
(2) Described the environmental effect on operations.			
(3) Evaluated the Threat.			
(4) Determined threat course of action.			
b. Developed mission statement.			
(1) Incorporated Battalion Commander's intent.			
(2) Created mission statement.			
c. Created an execution plan.			
(1) Developed Commander Intent.			
(2) Determined primary targets.			
(3) Task-organized forces.			
(4) Assigned tasks to subordinate units and state the purpose for conducting the task.			
(5) Provided control measures necessary to synchronize the operation while retaining maximum freedom of action for subordinates.			
(6) Determined preparation activities and times or conditions for execution.			
(a) Determined CCIR.			
(b) Created a Company Calendar.			
d. Managed Resources.			
(1) Prioritized resource needs.			
(a) Personnel.			
(b) Funding.			
(c) Equipment.			
(d) Supplies.			
(e) RPI/PPI.			
(2) Specified requirements for resource requests.			
e. Formulated and published the company ROP.			
(1) Established priorities.			
(2) Synchronized Recruiting Functions.			
(3) Identified all training.			
f. Supervised the execution of the ROP.			
(1) Validated Center ROP.			
(2) Determined and issue FRAGOs.			
3. Developed a Company School Recruiting Program.			
a. Evaluated previous SY recruiting plan.			

(1) Identified effective and ineffective aspects of the previous SY recruiting plan.			
(2) Evaluated targeted schools, uncooperative and hard to penetrate schools to identify successful penetration tactics.			
(3) Evaluated all assigned school information for the previous SY within SZ; including identified VIP/COIs.			
b. Developed the school recruiting program for the next SY.			
(1) Validated achievements and set enlistment goals for new SY.			
(2) Set suspense for requesting school list.			
(3) Specified VIPs and develop COIs in order to plan targeted recruiting events to increase participation and support.			
(4) Specified key events and time period(s) that require recruiter involvement, increased prospecting or Company partnership.			
(5) Identified partnerships with JROTC/ROTC, TPU units.			
(6) Identified opportunities to conduct recruiting operations through communication technology; with a focus on social media.			
(7) Identified and request local and national assets to support school penetration plan.			
c. Implemented school penetration plan and goals.			
(1) Promoted attendance in school activities.			
(2) Verified that school list/information is obtained and input to advanced lead refinement list (ALRL) and SZ information.			
(3) Directed class presentations to be scheduled.			
(4) Directed activities designed to foster a long-term relationship with administration VIP/COI's.			
(5) Directed activities at career days and fairs that brought students and recruiters together.			
(6) Directed center(s) involvement in faculty member and student organizations.			
(7) Institute awareness and promote participation of the Armed Services Vocational Aptitude Battery (ASVAB) in every high school.			
(8) Promoted education tours for VIP/COIs.			
d. Supervised and evaluated an SRP.			
(1) Validated SRP quarterly.			
(2) Assessed penetration plans based on seasonality and market conditions.			
(3) Authenticated SZ with Center leaders to ensure requirements are being met.			
(4) Confirmed scheduling and conduct of directed recruiting operations.			
(5) Modified plan, as needed, to achieve desired production goals from assigned schools and adjust to changes within the recruiting environment.			
4. Directed Company Prospecting.			
a. Analyzed the company's prospecting efficiency.			
(1) Identified conversion rate from appointment make to contract.			
(2) Determined the number of required appointments to be made at the current conversion rate for the defined prospecting period.			
(3) Determined the recruiter work ethic as required by the mission.			
b. Evaluated market share and production history.			
(1) Identified market trends by DOD and Army market share, by category.			
(2) Identified "must-win" and "must keep" markets.			
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(4) Identified areas with high DOD production and high market share (must keep).			
(5) Identified potential areas with low DOD production and potential markets of opportunity.			

(6) Identified production priorities (categories, components, demographics, etc.)			
(7) Received input from Center leaders.			
c. Provided prospecting guidance to the Company.			
(1) Briefed target priorities and identified must-win/must-keep prospecting targets.			
(2) Provided mission oriented prospecting objectives.			
5. Monitored the Company Recruiting Standards Program.			
a. Reviewed Enlistment Standards and Quality Assurance Reports to identify negative trends and specific issues.			
b. Navigated LZ to select pertinent reports.			
c. Analyzed Data.			
d. Provided direction, guidance, and implement corrective actions/training.			
e. Communicated identified trends to affected center leaders.			
6. Executed the Company Future Soldier Training Program.			
a. Analyzed the current FSTP.			
(1) Identified potential losses and reason why with input from recruiter.			
(a) Performed analysis on Future Soldier loss(s).			
(b) Performed analysis on Future Soldier loss date.			
(2) Determined ship potential as Red, Amber, or Green based on current information.			
(3) Attended Future Soldier functions at center level.			
(4) Evaluated center level FSTP.			
(5) Evaluated referral program.			
(6) Identified shortfalls with the current FSTP IAW applicable regulations.			
b. Updated the company FSTP.			
(1) Directed FSTP training requirements.			
(2) Determined additional ship code criteria.			
(3) Conducted screening of Future Soldiers according to qualifications outlined in AR 601-210.			
(a) Height/weight.			
(b) Moral.			
(c) Education/graduation potential.			
(d) Physical Fitness Assessment (PFA).			
(e) Well-being.			
(f) Additional administrative requirements (flight physical, typing test, background, etc...).			
(g) Moral and administration waivers.			
c. Implemented changes to the company FSTP.			
(1) Briefed FSTP plan to Center leaders and recruiters.			
(2) Established training plan with Center leader's and recruiter's input per RSID.			
(3) Conducted Company sponsored Future Soldier function(s).			
d. Validated FSTP.			
(1) Verified Centers are in compliance with USAREC Regulation 601-95 and the company standing operating procedure (SOP).			
(2) Annotated Future Soldiers' comments in LZ.			
(3) Provided guidance and suspense dates on USAREC form 1-201.1.			

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary
	ADRP 5-0	The Operations Process	Yes	No
	ADRP 6-0 (Change 002, March 28, 2014)	Mission Command http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp6_0_new.pdf	Yes	No
	ADRP 6-22 (Change 1, 10 Sep 2012)	Army Leadership	Yes	No
	AR 600-20	Army Command Policy	Yes	No
	AR 601-210 w Ch 3	ACTIVE AND RESERVE COMPONENTS ENLISTMENT PROGRAM	Yes	No
	USAREC MANUAL 3-0	Recruiting Operations	Yes	No
	USAREC Manual 3	Recruiting	Yes	No
	USAREC Manual 3-30	Recruiting Company Operations V1	Yes	Yes
	USAREC REG 601-95	Delayed Entry and Delayed Training Program	Yes	No

Environment: Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to FM 3-34.5 Environmental Considerations and GTA 05-08-002 ENVIRONMENTAL-RELATED RISK ASSESSMENT.

Safety: In a training environment, leaders must perform a risk assessment in accordance with ATP 5-19, Risk Management. Leaders will complete the current Deliberate Risk Assessment Worksheet in accordance with the TRADOC Safety Officer during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW FM 3-11.4, Multiservice Tactics, Techniques, and Procedures for Nuclear, Biological, and Chemical (NBC) Protection, FM 3-11.5, Multiservice Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Decontamination. "Everyone is responsible for safety. A thorough risk assessment must be completed prior to every mission or operation."

Prerequisite Individual Tasks : None

Supporting Individual Tasks : None

Supported Individual Tasks : None

Supported Collective Tasks : None